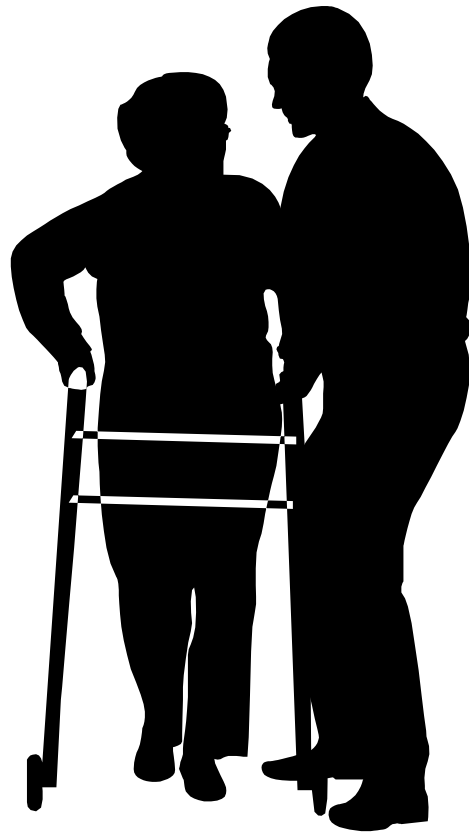


*Long-Term Support  
Direct Care Arrangements  
in Wisconsin Counties  
Survey Results, 2004*



Wisconsin Department of Health and Family Services  
Division of Disability and Elder Services  
*September, 2004*

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## INTRODUCTION TO THE SURVEY

Direct care services are a central part of Wisconsin's home and community based long-term support programs. In 2001 the Department of Health and Family Services, Bureau of Aging and Long Term Care Resources (DHFS-BALTCR) received Nursing Home Transition and Real Choice System Change Grants to transition people from institutional to community-based settings. As part of those grants, the Department has been seeking to identify workforce policy and program improvements to enhance the quality of care for program participants in the community.

To gain a better understanding of the current structure and availability of the long-term care workforce, an on-line survey was conducted during July 2004. Each county's lead agency administering the state's Community Options Home and Community Based Waiver (COP-W, which primarily serves elders and people with physical disabilities) was asked to complete the on-line questionnaire. Respondents were encouraged to collaborate, where necessary, with the service coordinator for developmental disabilities, the fiscal staff, and others to obtain complete information about direct care service arrangements for all client populations.

Of 70 county or tribal agencies eligible to respond, 66 completed the questionnaire, for a response rate of 94 percent.<sup>1</sup> Almost all respondents (95%) reported that they had been in their current position for at least one year, and 62 percent reported that they had been in their positions for six or more years.

This report summarizes the information collected through the survey. It represents an important initial step in documenting Wisconsin's direct care and support arrangements in order to assist county and state-level program and policy planning. This report provides an overview of the ways in which counties purchase direct care and support services for elderly people and people with disabilities under the Community Option and Home and Community Based Waiver Programs.

The survey project was designed and led by Julie Whitaker, Ph.D., DHFS-BALTCR. The survey was administered through the services of the University of Wisconsin-Madison Survey Center. This report was prepared by Julie Whitaker with technical assistance from Hyunjin

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<sup>1</sup> There are 72 counties in Wisconsin. Five counties operate the Family Care program instead of Medicaid Waivers or the COP program. These counties are Fond du Lac, La Crosse, Milwaukee, Portage, and Richland. With the exception of Milwaukee, these counties were excluded from the survey. The Milwaukee Department of Human Services, serving adults with disabilities, was included, since they continue to contract for Waiver and COP funding.

In general, there is one response per county. However, Door County has two separate contracts with Wisconsin DHFS to provide services to COP and Waiver participants. One covers services for people with developmental disabilities, mental health, and substance abuse needs, and the other covers services for older people and people with physical disabilities. Representatives of each contracting organization responded separately. Finally, because the Oneida Tribe contracts independently with DHFS to serve COP and Waiver participants, the tribe responded separately.

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## SUMMARY OF SURVEY FINDINGS

- Sixty-six of 70 eligible counties or tribal agencies completed the questionnaire for a survey response rate of 94 percent.
- Forty-one counties reported a total of 241 contracts with agencies providing Medicaid personal care and supportive home care services to COP and Medicaid Home and Community Based Services (HCBS) Waiver clients. This number undercounts the total number of such contracts in place in Wisconsin, because an additional 18 counties provided information about such contracts, but did not report a total number.
- Most responding counties (45, or 68%) are certified by Wisconsin's Medicaid program to provide personal care to Medicaid-eligible clients.
- Of the counties reporting on their largest contract for direct care, 78 percent indicated that the agency provided Medicaid-reimbursed personal care. Half (50%) of these agencies received reimbursement through the county's Medicaid provider certification, under arrangements with the county.
- Of the largest county contracts for direct care, 27 percent are with licensed home health agencies, while 49 percent are with private personal care and/or supportive home care agencies. The remainder are Independent Living Centers (3%), county operated agencies (2%) or other types of agencies (19%).
- Of the agencies with the largest direct care contracts, 78 percent serve at least three of the following four Waiver and/or COP target populations: elderly, people with a physical disability, people with a developmental disability, and people with mental health or substance abuse needs.
- Twenty six counties (57% of respondents) reported that their largest contracted direct care agency had difficulty with staff recruitment, and almost half (48%) reported problems with staff retention.
- Thirty-five counties had programs in which COP or Waiver clients hire non-agency, independent providers of home care services with the assistance of the county and a fiscal agent. Most (72%) of these counties serve at least three Waiver target populations with independent providers.
- Responding counties reported a total of 4,171 independent providers serving 3,197 COP and Waiver participants. Of these independent providers, 38 percent were family members of the consumers they served. (Note that spouses and parents of minor children may not be paid as independent providers under existing regulations.)

## PROGRAM BACKGROUND

### WISCONSIN'S COMMUNITY OPTIONS AND WAIVER PROGRAMS

Wisconsin's Community Options and Home and Community Based Medicaid Waiver programs<sup>2</sup> provide long-term care services to low-income people who are frail elderly or have disabling conditions, living in community settings, who would otherwise be institutionalized. The Department of Health and Family Services, as authorized by State Statutes, provides programmatic and fiscal oversight to the Wisconsin counties that administer the programs and manage the services for program participants.

The administering county agency provides to each Waiver or COP participant a comprehensive assessment of functional limitations, service needs and available informal help. A professional care manager or team develops an individualized service plan (ISP) for each participant, identifying the type, duration, and frequency of services necessary to assure the participant's health and safety in the community. Although some counties may directly provide some services, typically counties contract with agencies (agency providers) or with individuals (independent providers) to provide the services identified in the service plan. Both agency and independent providers must meet state and local standards to be reimbursed by the COP or Waiver programs.

### DIRECT CARE SERVICES

The services arranged by the county care manager often include assistance with self-care tasks including activities of daily living (ADLs) such as bathing, dressing, eating, toileting, mobility and transferring. Additional services may assist with instrumental activities of daily living (IADLs) such as meal preparation, shopping, housekeeping, bill paying, and household chores.

**Supportive Home Care** (SHC) is the general term used to refer to assistance given with ADLs and IADLs when paid for by the Community Options or the Waiver programs. The person providing this help is referred to as a supportive home care worker.

When the supportive home care needed by the participant focuses primarily on assistance with self-care tasks, the service may be called **direct care** and the worker is called a direct care worker.

The Wisconsin Medicaid State Plan benefit known as **Medicaid Personal Care** is another program available to eligible persons who have a medical condition that causes them to be unable to perform self-care tasks without assistance. The Medicaid personal care benefit covers ADL and IADL services under nurse supervision, as well as medically-oriented services delegated to a direct care worker by a Registered Nurse. Three types of agencies are authorized by state statutes to be certified to provide this type of care and claim reimbursement from

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<sup>2</sup> Wisconsin's Federal Medicaid Waiver programs include the Community Options Program Waiver and the Community Integration Program II (serving elderly and persons with physical disabilities); the Community Integration Programs 1A and 1B (serving persons with developmental disabilities); the Brain Injury Waiver (serving adults with brain injury); and the Children's Waivers (serving children with developmental disabilities and autism). The Community Options Program (COP) is a state-funded program serving five client groups: elders, persons with physical or developmental disabilities, and persons with mental health or substance abuse issues.

Medicaid: counties, Wisconsin independent living centers, and licensed home health agencies. While the latter two types of agencies usually employ and supervise staff to provide direct care, county agencies typically contract for direct care services from agencies that commit to meeting the special requirements of the Medicaid Personal Care program. The Wisconsin Medicaid program does not offer elderly or people with disabilities who are eligible for personal care the option of receiving care from independent providers not employed and supervised by the agency.

Supportive home care services provided to Waiver and COP participants cover direct care services that are not covered by, or exceed services available under, Wisconsin Medicaid's personal care benefit. Many of the agencies providing Medicaid personal care also provide supportive home care. In Wisconsin, some counties may offer Waiver and COP participants the option of receiving supportive home care through an agency or through independent providers not affiliated with an agency.

### **CONSUMER DIRECTION**

National long-term care policy increasingly emphasizes consumer direction of direct care and related services as a way to increase program participants' satisfaction, responsibility, and control for their services, and to expand the pool of available workers by allowing participants to employ non-agency, independent providers. The survey identified county programs in which Waiver and COP participants may directly hire independent providers, with the assistance of the county and a fiscal agent, to provide ADL and IADL services included in the participants' service plan. Federal regulations require self-directing consumers to have a fiscal agent to handle the bookkeeping necessary to issue paychecks to workers, process withholding taxes, and claim reimbursement. Fiscal agents and the counties may provide additional supportive services for self-directing consumers, including assistance in hiring/firing, scheduling, training, supervision, and performing criminal background checks on independent providers, depending on the county's arrangements.

## COUNTY SERVICE ARRANGEMENTS

### INDEPENDENT PROVIDERS

Thirty-five counties had programs in which clients hired their own independent providers (workers) with the assistance of the county and a fiscal agent (see Chart 1, below). However, eight of the 35 counties serve ten clients or fewer using independent providers. A total of seven counties (11% of respondents) rely exclusively on independent providers, and do not contract with agencies for direct care services.

### AGENCY PROVIDERS

A far greater number of counties, 31 in all, rely exclusively on contracted agencies to provide direct care and related services to Waiver and COP participants, and do not offer programs allowing clients to hire independent providers. This group makes up 47 percent of survey respondents.

### MIXED ARRANGEMENTS

In 28 counties (42% of those responding to the survey), consumers are served by a combination of (a) workers employed by contracted provider agencies; and (b) independent providers employed by the client with the assistance of the county and a fiscal agent.

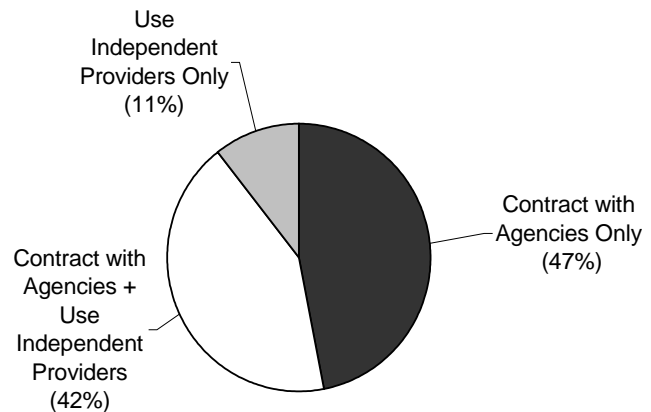
### DETAILED SURVEY FINDINGS, BY COUNTY

In the Appendix to this report, Table 1 focuses on the agency in

each county with the largest contract for personal care and supportive home care, including information on the number of Waiver and COP participants served. The table identifies the agency that holds the Medicaid certification for Medicaid personal care services used by county Waiver and COP participants and known agency recruitment and retention problems.

Similarly, Appendix Table 2 provides detailed information about independent providers, by county, including the number of participants served by target population, workers' wage range, the parties responsible for various employer tasks, and the specific county fiscal agent.

**Chart 1: Counties' Direct Care and Supportive Service Arrangements**



Source: Long-Term Support Direct Care Survey, DHFS-BALTCR, 2004

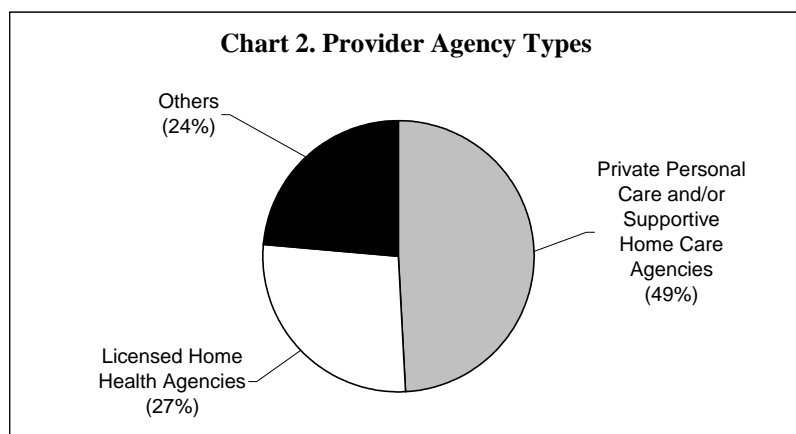


## HOME CARE PROVIDER AGENCIES

This section presents information about the types of personal care and supportive home care agencies used by the 59 counties contracting with agencies. Counties were asked about the largest contracted agency for direct care, including the agency type, whether it provided Medicaid personal care, and whether the agency had problems with staff retention and recruitment.

### AGENCIES PROVIDING DIRECT CARE AND SUPPORTIVE SERVICES

A total of 241 contracts between counties and direct care agencies providing Medicaid personal care and/or supportive home care for county Waiver and COP clients were reported by the 66 Wisconsin county and tribal agencies that responded to the survey.



Source: Long-Term Support Direct Care Survey, DHFS-BALTCR, 2004

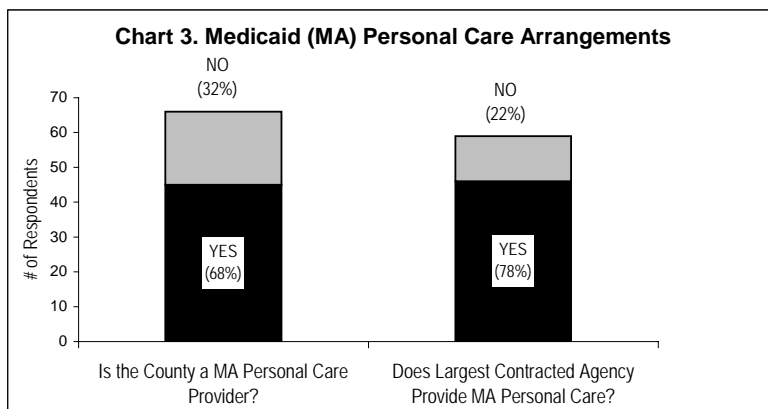
In all, 49 percent of the provider agencies with the largest county contracts were private personal care and/or supportive home care agencies. Another 27 percent were licensed home health agencies. Nine of the home health agencies were affiliated with a hospital or nursing home, while four were not. Approximately one quarter (24%) of the largest

agencies are other kinds of organizations, including

independent living centers, employee leasing and temporary help agencies, residential facilities, and county agencies (see Table 1).

### MEDICAID PERSONAL CARE

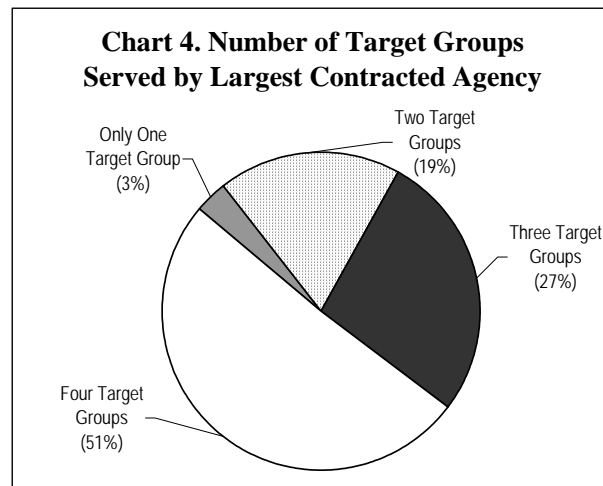
Among the agencies with the largest contracts with counties for direct care and/or supportive home care services, 78 percent provide Medicaid personal care. Exactly one-half of those agencies receive the Medicaid reimbursement via the county, when the county bills Medicaid directly for services provided by a private agency.



Source: Long-Term Support Direct Care Survey, DHFS-BALTCR, 2004

Most agencies with the largest contracts served multiple target populations. In all, they served 2,914 elderly people; 973 people with physical disabilities; 858 people with developmental disabilities; and 150 people with mental health and substance abuse issues.

Only three percent of agencies specialized in serving one specific target population. A majority (78%) served at least three population groups (see Chart 4).



Source: Long-Term Support Direct Care Survey, DHFS-BALTCR 2004

### STAFF RECRUITMENT AND RETENTION PROBLEMS

Of counties that were aware of staff recruitment or retention problems experienced by personal care and supportive home care agencies serving Waiver and COP participants, 57 percent reported that their largest contracted agency had difficulty with staff recruitment, while 48 percent reported difficulty with staff retention. However, 20 percent of responding counties were unaware if their largest contracted agency experienced such problems.

### REQUESTS FOR PROPOSALS FOR DIRECT CARE AND SUPPORTIVE HOME CARE

Counties that contract with provider agencies were asked if they issued a formal request for proposals (RFP) to select the agencies that would provide Medicaid personal care and/or supportive home care. Thirty-one percent of counties issued formal RFPs, while 69 percent did not.

Of the counties that issued formal RFPs, the mean number of proposals *received* during the last round of solicitations was four (median of three). The mean number of proposals *accepted* was 2.8 (median of 1.5). This suggests a relatively low level of competition for county direct care and supportive home care contracts in counties that solicit proposals from multiple agencies.

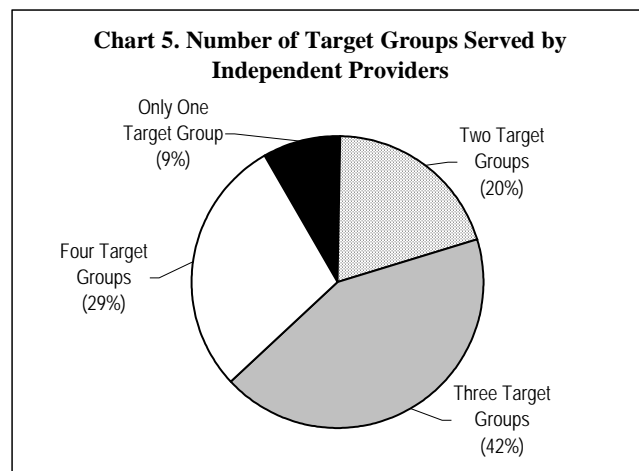
## INDEPENDENT PROVIDERS EMPLOYED BY COP AND WAIVER CLIENTS

County respondents were asked about the availability of programs in which county Waiver and COP participants employ their own independent providers for direct care and/or supportive home care services, with the assistance of the county and a fiscal agent. In all, 35 counties reported offering this arrangement. Counties reported on the number of participants served by independent providers by target population, the number of independent providers, and the number of those providers who were family members (see Table 2). Counties also answered questions about workers' wages and the responsible parties for hiring/firing and scheduling work under independent provider arrangements.

More than half (53%) of the reporting counties offer certain Waiver and COP participants the option of directly employing their own independent providers, with the assistance of the county and a fiscal agent. In these counties, there are approximately 4,171 independent providers, 38 percent of whom are family members of the participant, serving 3,197 consumers statewide. In five of these counties, 70 percent or more of all such independent providers are family members of the participant.

The mean low wage reported by counties for independent providers was \$6.85 (\$7.00 median). The mean high wage was \$11.46 (\$10.50 median).

By target population, independent providers serve 1,376 elderly people, 1,374 people with physical disabilities, 360 people with developmental disabilities, and 87 people with mental health and substance abuse needs. Of the counties using fiscal agents where Waiver and COP participants employ their own independent providers, 78 percent serve at least three target populations through this arrangement (Chart 5).

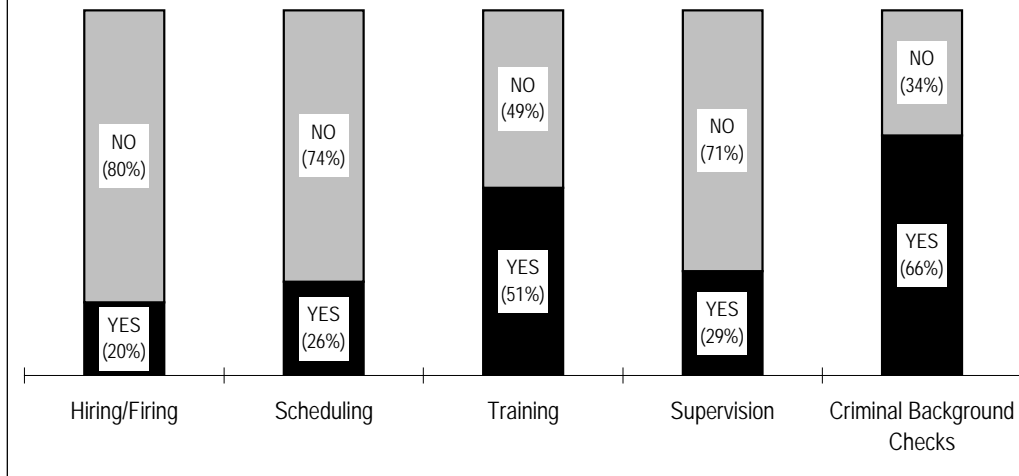


County survey respondents were asked who usually assumes responsibility for hiring/firing, scheduling, training, supervision, and conducting criminal background checks of independent providers. Survey respondents were asked to check as many responsible parties as apply, with the choices of consumer, county, fiscal agent, a registered nurse not employed by the consumer, and no one or the independent provider.

Source: Long-Term Support Direct Care Survey, DHFS-BALTCR, 2004

Chart 6 shows the percentage of counties that share or exclusively assume responsibility for various aspects of consumer/independent provider tasks. Some counties reported that they assumed or shared with the consumer the tasks of hiring/firing (20%), scheduling (26%), training (51%), and supervision (29%) of independent providers. Sixty-six percent of counties reported they are involved in the task of conducting criminal background checks of independent providers before a Waiver or COP participant hires an individual.

**Chart 6. County Responsibility for Employment Tasks**



Source: Long-Term Support Direct Care Survey, DHFS-BALTCR, 2004

## CLOSING COMMENTS

Many Wisconsin counties have few personal care or supportive home care agencies, and some have none. Where few options exist, county staff persons have expressed concern about their lack of choice among provider agencies. The alternative of operating fiscal agent systems that allow consumers to hire their own workers comes with a different set of concerns and liabilities for counties. These limitations make it difficult for Wisconsin's long-term support programs to realize the central principals of consumer choice and consumer direction, which are also increasingly emphasized in long-term support policies and practices nationwide.

This report documents the various direct care and support arrangements that currently exist in Wisconsin counties. It provides baseline information to inform policy and program discussions around issues such as consumer choice of providers and county employer liability.

The survey data included in this report do not address the advantages and disadvantages for consumers and workers of different county arrangements. Such an analysis would require a broader and more systematic data collection effort by an academic or governmental agency. For example, a cost/benefit analysis could be conducted through a follow-up study of the largest contracted agencies and with the fiscal agents that manage the accounting for independent provider agencies. Such further research could weigh the cost to the county against outcome measures for consumers and workers, including the recruitment and retention of workers and the quality of direct care and support jobs in terms of wages, benefits and training.

## **APPENDIX A: SURVEY INSTRUMENT**

### **Survey of County Long-Term Support Agencies About In-home Supportive Home Care Services and Medicaid Personal Care**

#### **RESPONDENT INFORMATION**

Q1. County

Q2 Person primarily responsible for responding to this questionnaire

Q3. Your position

Q4. Your e-mail address

Q5 How long have you been in your current position?

1 LESS THAN ONE YEAR

2 ONE TO FIVE YEARS

3 SIX TO TEN YEARS

4 ELEVEN YEARS OR MORE

Q6 Is your county a certified Medicaid personal care provider?

1 YES

2 NO

Q7 Does your county contract with provider agencies for MA personal care and/or supportive home care to participants of COP and Waiver Programs?

1 YES

2 NO (SKIP TO QUESTION 21)

(IF Q7 eq 1)

Q8 Does your county issue a request for proposals to establish contracts with provider agencies for MA personal care and/or supportive home care to participants of COP and Waiver Programs?

1 YES

2 NO (SKIP TO QUESTION 12)

(IF Q7 eq 1 and IF Q8 eq 1)

Q9 Approximately when was your last request for proposals?

1 LESS THAN ONE YEAR AGO

2 ONE TO TWO YEARS AGO

3 THREE TO FOUR YEARS AGO

4 FIVE YEARS AGO OR MORE

Q10 How many proposals did you receive at that time?

Q11 Of the proposals you received, how many did you accept?

(If zero, #SKIP TO Q13)

(IF Q8 eq 2)

Q12 How many contracts do you currently have with provider agencies for MA personal care and/or supportive home care to participants of COP and Waiver Programs?

**PROVIDER AGENCIES FOR IN-HOME MEDICAID PERSONAL CARE  
AND SUPPORTIVE HOME CARE SERVICES**

PLEASE PROVIDE INFORMATION ABOUT THE PROVIDER AGENCY WITH  
WHICH YOUR COUNTY HAS THE LARGEST CONTRACT

(IF Q7 eq 1)

Q13 Provider agency name

Q14. City and State of provider agency?

Q14city City of provider agency

Q14state State of provider agency

1 WISCONSIN

2 OTHER

If you answered OTHER, please enter the name of the state below.

Q14other State of provider agency

Q15 Provider agency Type

1 COUNTY-OPERATED AGENCY (WORKERS ARE COUNTY  
EMPLOYEES)

2 INDEPENDENT LIVING CENTER

3 PRIVATE LICENSED HOME HEALTH AGENCY, AFFILIATED WITH A  
HOSPITAL OR NURSING HOME

4 PRIVATE LICENSED HOME HEALTH AGENCY, NOT AFFILIATED  
WITH A HOSPITAL OR NURSING HOME

5 PRIVATE MA PERSONAL CARE AGENCY ONLY

6 PRIVATE MA PERSONAL CARE AND SUPPORTIVE HOME CARE  
AGENCY

7 PRIVATE SUPPORTIVE HOME CARE AGENCY ONLY

9 OTHER (PLEASE SPECIFY BELOW)

If you answered OTHER, please enter the provider agency type below.

Q15other Provider agency Type, Other

Q16. Approximate number of COP and Waiver participants served in 2003 by this  
provider agency by primary target group.

Q16a. Elderly

Q16b. People with physical disabilities

Q16c. People with developmental disabilities

Q16d. People with mental health needs or substance abuse

Q17. Does this provider agency provide personal care services that are reimbursed by the Medicaid Program as a "card" service?

1 YES

2 NO (SKIP TO 19)

Q18. Which organization was issued the Medicaid provider/billing number for Medicaid reimbursement of this provider agency's MA personal care services?

1 THIS LICENSED HOME HEALTH AGENCY

2 COUNTY AGENCY

3 INDEPENDENT LIVING CENTER

Q19. Is this provider agency currently experiencing problems with staff recruitment?

1 YES

2 NO

8 DON'T KNOW

Q20. Is this provider agency currently experiencing problems with staff retention?

1 YES

2 NO

8 DON'T KNOW

### **INDEPENDENT PROVIDERS**

Q21. Does your county use independent home care providers (not employed by agencies) with a fiscal agent to provide homemaking, chore, shopping, companionship, or personal care services to serve COP and Waiver consumers?

1 YES

2 NO (END)

(if Q21 eq 1)

Q22. Approximate number of COP and Waiver participants served by independent home care providers by primary target group.

Q22a. Elderly

Q22b. People with physical disabilities

Q22c. People with developmental disabilities

Q22d. People with mental health needs or substance abuse

Q23. Approximate number of independent home care providers serving COP and Waiver participants?

Q24. Of those independent providers, about how many are family members of consumers?

Q25. What is the hourly wage range for independent providers (lowest to highest)?

Q25a (Lower bound of wage range for independent providers)

Q25b (Upper bound of wage range for independent providers)



Q26. Within most independent provider arrangements, who usually assumes responsibility for the following? (check all that apply)

- 1 Consumer
- 2 County
- 3 Fiscal Agent
- 4 Contracted RN (Not Employed by County)
- 5 No One or Independent Provider

Q26a. Hiring/firing?

Q26b. Scheduling?

Q26c. Training?

Q26d. Supervision?

Q26e. Criminal Background Checks?

Q27. Name of fiscal agent

Q28. City and State of fiscal agent

Q28city City of fiscal agent

Q28state State of fiscal agent

1 WISCONSIN

2 OTHER

If you answered OTHER, please enter the name of the state below.

Q28other State of fiscal agent

Q29. Fiscal agent phone number

Q30. Fiscal agent contact person

**Table 1.**  
**Home Care Agencies with Counties' Largest Contracts**

County	No. of Contracts*	Agency		Target Population Served by Agency				Agency Reimbursed by MA	Who holds provider number for billing MA for this agency?	Problem with Recruitment	Problem with Retention
		Agency Name	Agency Type	Elderly	People w/ Physical Disabilities	People w/ Developmental Disabilities	People w/ Mental Health Needs or Substance Abuse				
<b>Adams</b>	5	Gemini Employee Leasing	Employee Leasing	58	23	66	2	Yes	County	No	No
<b>Ashland</b>	14	Lori Knapp, Inc.	Leasing agency that includes MA Personal Care & Supportive HC Agency	40	10	6	2	NA		Yes	Yes
<b>Barron</b>	1	Indianhead Home Services	MA Personal Care & Supportive HC Agency	7	7	7	7	Yes	County	Yes	Don't Know
<b>Bayfield</b>	4	Bay Area Home Health	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	83	11	16	2	Yes	Licensed Home Health Agency	Yes	Yes
<b>Brown</b>	12	Brown County Human Services Department	Employed Via Fiscal Agent & Under Contract With This Department	132	55	33	0	Yes	County	No	Yes
<b>Buffalo</b>		Gemini Employee Leasing, Inc.	MA Personal Care & Supportive HC Agency	60	15	8	5	Yes	County	No	No
<b>Burnett</b>	2	Indianhead Community Action Agency	MA Personal Care & Supportive HC Agency	53	13	14	5	Yes	County	No	Don't Know
<b>Calumet</b>		Caregivers Home Health/ Community Home Care	MA Personal Care & Supportive HC Agency	40	25	27	4	Yes	Licensed Home Health Agency	No	No
<b>Chippewa</b>	4	Lifenet	MA Personal Care & Supportive HC Agency	40	10	8	6	No		Don't Know	Yes
<b>Clark</b>		Lifenet	MA Personal Care & Supportive HC Agency	50	15	0	0	Yes	Licensed Home Health Agency	Don't Know	Don't Know
<b>Columbia</b>	4	Northwoods of Wisconsin	Supportive HC Agency Only	55	11	2	6	No		Yes	Yes
<b>Crawford</b>	2	Homeward Bound Inc	MA Personal Care & Supportive HC Agency	52	33	62	8	Yes	County	No	No
<b>Dane</b>		REM-Wisconsin	MA Personal Care & Supportive HC Agency	0	0	43	0	Yes	County	Yes	Yes
<b>Dodge</b>	10	Dodge Health Services	Supportive HC Agency Only	110	4	5	1	No		Don't Know	Don't Know
<b>Door 1</b>	6	In-Home Care	Supportive HC Agency Only	55	15	0	0	No		Yes	No
<b>Door 2</b>	2	Specialized Services, LLC	Supportive HC Agency Only	0	0	80	5	Yes	County	Yes	Yes
<b>Dunn</b>		House Calls & Gemini	MA Personal Care & Supportive HC Agency	33	17	37	10	Yes	County	Yes	Yes
<b>Eau Claire</b>		Northwest Wisconsin Homecare	Licensed Home Health Agency, Not Affiliated w/ a Hospital	30	25	2	20	Yes	County	No	No
<b>Grant</b>		Home Care Select	Supportive HC Agency Only	30	20	1	0	No		Don't Know	Don't Know
<b>Grant &amp; Iowa</b>		Homeward Bound	Licensed Home Health Agency, Not Affiliated w/ a Hospital	14	8	0	0	Yes	County	Don't Know	Don't Know
<b>Green</b>		Preferred Living	MA Personal Care & Supportive HC Agency	77	19	11	1	Yes	County	Yes	No

County	No. of Contracts	Agency		Target Population Served by Agency				Agency Reimbursed by MA	Who holds provider number for billing MA for this agency?	Problem with Recruitment	Problem with Retention
		Agency Name	Agency Type	Elderly	People w/ Physical Disabilities	People w/ Developmental Disabilities	People w/ Mental Health Needs or Substance Abuse				
Green Lake	5	CCLS	Residential Supportive HC with MA Personal Care	0	1	7	0	Yes	County	No	No
Iron		Villa Supportive Care Services	MA Personal Care & Supportive HC Agency	42	7	8	3	Yes	Licensed Home Health Agency	No	No
Jackson	2	Pine View Home Health	County-operated HH Agency	49	24	38	0	Yes	Licensed Home Health Agency	Yes	Yes
Jefferson	8	Jefferson County Health Department	County Certified Personal Care Worker Program using contracted staff	35	10	27	12	Yes	Licensed Home Health Agency	No	Yes
Juneau	2	Homeward Bound	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	22	5	1	1	Yes	Licensed Home Health Agency	Yes	Yes
Kenosha		Society's Assets	Independent Living Center	160	115	10	5	Yes	Independent Living Center	No	No
Kewaunee	1	Lakeshore Home Services	MA Personal Care & Supportive HC Agency	82	17	15	1	No		No	No
Lafayette	2	Generations In Care	MA Personal Care Agency	20	10	30	0	Yes	County	Yes	No
Langlade		VNA	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	90	10	0	1	Yes	Licensed Home Health Agency	Yes	Yes
Lincoln	3	TLC for Seniors	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	1	1	0	0	Yes	Licensed Home Health Agency	Don't Know	Don't Know
Manitowoc	5	Manitowoc Homecare	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	70	26	12	1	Yes	Licensed Home Health Agency	Yes	Yes
Marathon	3	Visiting Nurses Association	Licensed HH Agency, Affiliated w/Hospital or Nursing Home	37	8	10	10	Yes	Licensed Home Health Agency	No	Yes
Marinette		Dungarvin - Wisconsin	MA / Supportive HC/Supported Employment	0	0	25	0	Yes	County	Yes	Yes
Marquette	4	Northland Community Services	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	40	5	5	1	Yes	Licensed Home Health Agency	No	No
Monroe	3	Caregivers Home Health	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	48	1	3		Yes	Licensed Home Health Agency	Don't Know	Don't Know
Oconto		Community Home Care	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	12	16	14	0	Yes	Licensed Home Health Agency	No	No
Outagamie	15	Home Instead Senior Care	Supportive HC Agency	55	5	1	0	No		Don't Know	Don't Know
Ozaukee	4	Horizon Home Care and Hospice (contract for homemaking)	Licensed HH Agency, Affiliated w/Hospital or Nursing Home	35	6	0	0	Yes	Licensed Home Health Agency	Don't Know	Don't Know
Pepin	5	Garlick's CBRF	Community Based Residential Facility	1	1	3	0	No		Yes	Yes
Pierce	5	Spring Valley Health Care	Pers. Care/Supportive HC agency affiliated with a nursing home	50	15	4	2	Yes	Licensed Home Health Agency	Don't Know	Don't Know
Polk	8	Indianhead Home Services	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	50	15	14	5	Yes	County	Don't Know	No
Price	3	Health Management Consortium/Community Health Resources	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	58	9	5	3	Yes	Licensed Home Health Agency	Yes	No
Racine		Society's Assets	Independent Living Center	73	52	25	2	Yes	Independent Living Center	Yes	Yes
Rock	16	Senior Services of Rock County, Inc.	Supportive HC Agency	90	30	0	0	No		No	No

County	No. of Contracts	Agency		Target Population Served by Agency				Agency Reimbursed by MA	Who holds provider number for billing MA for this agency?	Problem with Recruitment	Problem with Retention
		Agency Name	Agency Type	Elderly	People w/ Physical Disabilities	People w/ Developmental Disabilities	People w/ Mental Health Needs or Substance Abuse				
St Croix	1	Indianhead Community Action Agency	Supportive HC Agency	20	10	2	0	Yes	County	Yes	Yes
Sauk		Homeward bound INC	MA Personal Care/Home Health & Supportive HC	100	30	0	0	Yes	Licensed Home Health Agency	Yes	Yes
Shawano	3	Department of Community Programs	Workers employed by temp agency and Registered Nurse employed by county	0	3	30	4	No			
Sheboygan	18	Home Instead Senior Care	Supportive HC Agency	28	18	0	0	No		Yes	No
Taylor	2	VNA	Licensed Home Health Agency, Affiliated w/ a Hospital or Nursing Home	85	10	15	0	Yes	Licensed Home Health Agency	No	No
Trempealeau	4	Gemini Employee Leasing	Employee Leasing	102	10	0	5	Yes	County	Yes	No
Vernon		Bethel Home and Services	MA Personal Care & Supportive HC Agency	37	14	26	3	Yes	County	Yes	No
Walworth	11	Society's Assets	MA Personal Care & Supportive HC Agency	57	32	18	0	Yes	Licensed Home Health Agency	Don't Know	Don't Know
Washburn	2	Indianhead Home Services	MA Personal Care & Supportive Home Care	36	14	8	0	Yes	County	Yes	Yes
Washington		Gemini Helping Hands	Supportive HC Agency	65	43	1	1	No		No	No
Waukesha	32	Lutheran Social Services	Licensed HH Agency, Not Affiliated w/Hospital or Nursing Home	4	7	17	0	Yes	Licensed Home Health Agency	Yes	Yes
Waupaca	2	DEN Services	MA Personal Care & Supportive HC Agency	110	12	45	5	Yes	County	No	No
Waushara	3	Cooperative Care	MA Personal Care & Supportive HC Agency	46	16	11	1	Yes	County	No	No
Wood	3	VNA Extended Care	MA Personal Care & Supportive HC Agency	85	29	0	0	Yes	County	Yes	Yes

**Table 2.**  
**Independent Direct Care Service Arrangements by County, 2004**

County	Number in Each Target Population Served by Independent Providers				No. of Independent Providers	No. of Family Members among Independent Providers	Independent Provider Wage Range		Who Assumes Responsibility for Identified Tasks?					Fiscal Agent
	Elderly	People w/ Physical Disability	People w/ Developmental Disability	People w/ Mental Health Needs or Substance Abuse			Lower \$	Upper \$	Hiring/Firing	Scheduling	Training	Supervision	Criminal Background Check	Name of Fiscal Agency
Brown	90	38	22	0	250	180	\$8.75	\$12.00	Consumer	Consumer/ County	Consumer/ County	County	County	Aging Resource Center of Brown County
Calumet	2	2	16	1	39	10	\$5.00	\$12.00	Consumer	Consumer	Consumer/ County	County	County	NA
Columbia	10	7	1	0	18	9	\$7.00	\$15.00	Consumer	Consumer	Consumer	Consumer	Other	Milwaukee Center for Independence
Dane	148	194	8	24	691	17	\$6.50	\$20.00	Consumer	Consumer	Consumer	Consumer	County	Wegner, LLP
Dodge	1	3	0	0	4	2	\$8.00	\$12.00	Consumer	Consumer	Consumer	Consumer	Other	Milwaukee Center for Independence
Forest	51	10	0	3	62	20	\$7.00	\$10.00	Consumer	Consumer/ County	County	County	County	Forest County Department of Social Services
Green Lake	3	0	10	0	32	7	\$5.15	\$16.24	Consumer	Consumer	Consumer/ County	Consumer	Consumer/ County	Malkowsky and Hergert
Jefferson	12	10	8	0	45	6	\$8.00	\$16.00	Consumer	Consumer	Consumer	Consumer	County	Milwaukee Center for Independence
Juneau	0	2	0	0	2	2	\$7.00	\$7.00	Consumer	Consumer	Consumer	Consumer/ County	County	Milwaukee Center for Independence
Lincoln	90	25	2	3	43	0	\$7.21	\$10.50	County	County	County	County	County	Lincoln County Department of Social Services
Manitowoc	100	40	60	3	200	117	\$5.25	\$15.00	Consumer	Consumer	Consumer	Consumer/ County	County	Larry Rammer
Marathon	88	22	0	1	144	87	\$5.15	\$15.00	Consumer	Consumer	Consumer	Consumer/ Registered Nurse	County	Krause Howard & Co
Marinette	95	25	20	15	135	35	\$8.00	\$10.25	Consumer	Consumer/ Independent Provider	Consumer/ County	Consumer	County	Marinette County Health & Human Services
Marquette	3	1	0	0	4	2	\$7.00	\$10.00	Consumer	Consumer	County	Consumer	Fiscal Agent	Steven's Accounting
Menominee	30	15	10	4	90	50	\$7.00	\$10.50	Consumer/ County	Consumer/ County	County	Consumer/ County	County	EMS Business Services
Milwaukee	0	700	0	0	1000	500	\$6.00	\$10.00	Consumer	Consumer	Other	Consumer	Other	M.L. Tharps and Anew
Monroe	4	0	6	0	6	0	\$7.00	\$10.00	Consumer	Consumer	Consumer	Consumer	County	Milwaukee Center for Independence
Oconto	7	2	7	0	16	8	\$6.00	\$8.00	Consumer	Consumer	Other	Other	Other	Oconto County
Oneida	100	42	25	13	200	25	\$5.50	\$9.00	Consumer	Consumer	Consumer/ County	Consumer	Consumer/ County	Oneida County Department of Social Services
Oneida Tribe	9	6	10	0	19	13	\$8.00	\$14.00	Tribal Agency	Tribal Agency	Tribal Agency	Tribal Agency	Tribal Agency	NA
Outagamie	70	19	24	0	257	195	\$6.00	\$12.00	Consumer	Consumer/ Independent Provider	Consumer/ County	Consumer	Fiscal Agent	Jezeski Accounting and Tax Service

County	Number in Each Target Population Served by Independent Providers				No. of Independent Providers	No. of Family Members among Independent Providers	Independent Provider Wage Range		Who Assumes Responsibility for Identified Tasks?					Fiscal Agent
	Elderly	People w/ Physical Disability	People w/ Developmental Disability	People w/ Mental Health Needs or Substance Abuse			Lower \$	Upper \$	Hiring/Firing	Scheduling	Training	Supervision	Criminal Background Check	Name of Fiscal Agency
Ozaukee	20	13	5	0	55	16	\$8.25	\$14.50	Consumer	Consumer	Consumer/ County	Consumer	County	4-U Services, Inc.
Polk	25	7	6	4	40	34	\$5.25	\$7.00	County/ Fiscal Agent	Consumer/ County/ Fiscal Agent	County/ Fiscal Agent	County/ Fiscal Agent	County/ Fiscal Agent	Polk Co
Price	51	17	24	6	181	15	\$5.15	\$12.50	Consumer	Consumer	Consumer	Consumer	County	Jean Gottwald
Rock	16	10	0	0	10	2	\$7.00	\$8.00	Consumer	Consumer	Other	Other	Other	Independent Disabilities Services
St. Croix	0	0	2	0	4	4	\$8.00	\$10.00	Consumer	Consumer	Consumer	Consumer	Consumer	Wegner CPAs
Sauk	3	2	1	0	5	0	\$8.00	\$10.00	Consumer	Consumer	Consumer/ County	Consumer	Fiscal Agent	Elmer & Filter Accounting Services
Sawyer	11	7	0	0	13	5	\$5.70	\$7.10	County	County	County	Consumer	County	Anderson, Hager and Moe Accounting Firm
Shawano	112	49	1	0	137	60	\$7.50	\$10.50	Consumer/County	Consumer	Consumer, County, Registered Nurse	Consumer, Registered Nurse	County/Fiscal Agent	NA
Sheboygan	39	25	19	0	150	90	\$6.00	\$14.00	Consumer	Consumer	Consumer	Consumer	Fiscal Agent	Fiscal Agent Services, Inc.
Vilas	60	20	20	10	90	40	\$7.60	\$8.40	Consumer	Consumer	Consumer	Consumer	County	Vilas County
Walworth	9	9	1	0	25	4	\$7.00	\$7.60	Consumer	Consumer	Consumer/ County	Consumer	Other	David L. Scrima
Waukesha	114	47	46	0	182	36	\$8.00	\$16.00	Consumer/County	Consumer/County	Consumer/ County	Consumer/ County	Other	NA
Waupaca	2	4	0	0	12	4	\$8.36	\$10.86	Consumer	Consumer	Consumer/ County	Consumer/ County	County	Milwaukee Center For Independence
Waushara	1	1	6	0	10	4	\$7.50	\$10.00	Consumer	Consumer/ County	Consumer	Consumer	County	Malkowsky, Nigl, Hergert and Sullivan

Note: Four counties did not respond to the survey (Douglas, Florence, Rusk, and Winnebago Counties)